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6 March 1974

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MEMORANDUM FOR: [REDACTED] Coordination Staff/DCI/IC

SUBJECT: DDO Contribution to Tactical (and Strategic) Intelligence

1. Attached are the charts concerning possible DDO contribution to the collection of tactical (and strategic) intelligence information as filled in by the appropriate Directorate of Operations desks. In forwarding these to you, we should like to stress, as we have before, that we believe that because of the generalized nature of the survey, the data which we are providing will not be very useful for a study which seeks to determine the precise contribution which each collector can make.

2. An example of our concern is the chart executed by our Soviet Bloc Division. You will note that they have used the letter "A" throughout on all information targets. They did this, though, with the caveat that effort against these targets does not necessarily mean success and that despite the "A"s we cannot be counted on to answer all requirements in these fields. Again there is a question as to the degree to which "A" implies coverage of the topic in question. It could mean no coverage at all, partial coverage, or full coverage. If one deals with effort alone and forgets results, the question arises as to what kind of effort constitutes "a continuing high level peacetime effort." Our [REDACTED] is particularly concerned that these charts not be used for tasking planning.

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3. As I explained to you, the possibility frequently exists that we can, if directed, divert or redirect sources from one target to another. On the other hand, in those instances in which we may be directed to cover a given subject but have no current capability to do so, it must be recognized that the development of human sources is a slow and time-consuming process.

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4. Because of the above, we request that these documents be handled as sensitive. We also request that the draft of the document in which they are to be used be coordinated with us prior to its publication and circulation.

5. We apologize for the rough manner in which the charts have been filled out but due to time constraints and lack of personnel, we were not able to provide you with a neatly finished job.

6. We hope that this will be of some assistance and shall be glad to do anything further we can to assist in this effort or in the refinement of parameters which would contribute to a more nearly accurate presentation of our ability to contribute to the tactical intelligence field. You may wish to consider an examination of current production and/or reporting on tactical and strategic topics as perhaps a better method of deriving a real sense of what human sources can contribute.


Eloise R. Page
Acting Chief, Operations Staff

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